

9 FEB 1976

MEMORANDUM FOR THE RECORD

SUBJECT: Minutes of the 29 January 1976 OTR Staff Meeting

1. The 29 January 1976 OTR Staff Meeting convened at 1405 hours and adjourned at 1530 hours.

2. The Minutes of the 8 January Staff Meeting were reviewed. The Secretary reported that, concerning Paragraph 4, the appropriate Unit Chiefs had reviewed their statements of systems of records as printed in the Federal Register. Five of OTR's eight systems require some modifications in their descriptions; a memorandum has been prepared for forwarding these revised statements to the Information and Privacy Staff, DDA. The DTR suggested that it might be useful to have another discussion of MBO in OTR at a Staff Meeting in the near future. The Minutes were then approved as written.

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3. [REDACTED] opened the discussion of physical security in the building. He stated that OTR has had a remarkable record on chargeable violations--only two in the last six months. However, the number of non-chargeable incidents points to a definite danger. He stated that he has been able to walk around the building and find rooms, open safes, and classified material unattended. He quoted from Paragraph 10 of [REDACTED] (copy attached). He noted that there are contractors and other unclassified personnel around the building much of the time and we tend to become used to this and careless. He remarked that his statements were not directed at any one area but at all parts of the building.

4. Chief, FTD, noted that cutbacks in staff and the layout of office space are serious hindrances to good security. Chief, II, stated that he could do more in the area of locking hall doors. Chief, TSS, pointed out the buzzer system over the door in Audio Aids Branch and suggested that this system might be used in other areas. [REDACTED] complimented all Units for their fine security records at

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the close of business each day. The DTR noted that good housekeeping is essential and reduces the dangers significantly. He suggested that the Unit Chiefs consider a combination of buzzers, locks, mirrors, and the like to overcome some of the problems. Chief, II, recommended that, if [REDACTED] finds an area unprotected with classified material exposed, he pick it up and take it to the Unit Chief informally.

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5. Chief, FTD, discussed the dissemination of important papers to the DDA. He pointed out this subject had been discussed at last June's meeting at [REDACTED]. The purpose would be to enhance OTR's image with the DDA by reporting accomplishments, and that it should be a conscious effort. The DDTR noted that some things have gone forward, although probably many Unit Chiefs are unaware of this fact. Chief, FTD, suggested that copies of material which has been sent forward be placed on a special reading board.

6. The DTR questioned whether reductions in staff have reduced our capability to plan carefully and engage in other similar activities. Chief, FTD, replied that he has seen evidence of a lessening of efficiency. The price is health, lack of time to update course material, and inability to engage in the professional development of staff personnel. OTR has not really studied the problem carefully. [REDACTED] stated that, when course loads restrict the amount of leave an instructor can take, he has had great difficulty in obtaining approval for a carry-over of leave. The DTR noted that we fail to train our instructors properly and keep them up-to-date. New people coming into OTR must be trained to teach, especially officers coming from the DDO. Chief, II, noted that some things have been dropped over the years. The DTR stated that we should keep track of what we have dropped and what we have added. He noted the difficulty in cutting many programs, while at the same time new courses are added.

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7. The DDTR suggested that an originator should flag an item which he believes should go forward to the DDA. He also noted the lack of feedback downward when an item does go forward. [REDACTED] cited some things which have gone forward and noted that some information on accomplishments is handled in the MBO sessions. Chief, LLC, noted that there are essentially three methods for reporting: the MBO meetings, the morning meetings, and the weekly reports. The

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STATINTL DTR exhorted the Unit Chiefs to flag material that should go forward. Chief, II, suggested that the OTR Newsletter could serve as a communications mechanism for some of this information. [redacted] noted the inordinate length of time involved in putting out the first issue of the Newsletter. The DTR suggested that all weeklies might be circulated to all Units. The DDTR stated that the OTR weekly to the DDA should be read by all personnel. Chief, TSS, suggested that [redacted] maintain a file of all Unit weeklies to be read by the Unit Chiefs. This was agreed to. (Action: [redacted])

STATINTL 8. Chief, TSS, discussed the background of the committee report on technology. The section dealing with closed circuit television was disseminated to the group with the Minutes of the last Staff Meeting. He noted that this section relates what can be done in the C of C Building to time and money factors but not to personnel or security factors. Cabling, cameras, etc. are being installed in Rooms 802 and 812 to test (emphasis on test) what can be done with existing equipment and what can be done by adding equipment piece by piece. The placement of cameras in the classrooms has several purposes: self-critique by students, monitoring films being shown on television screens away from the classroom, transmitting live programs to other classrooms and also recording them. This also eliminates moving the delicate equipment around continually and saves time. In the management area, the DTR can talk remotely to classrooms or to all of OTR in classrooms at once. TSS personnel can handle the remote control of films at the behest of instructors. Hot news items can be transmitted to classes. The afternoon OTR staff meetings can be video-taped for transmittal [redacted] the next morning, although direct real-time transmission to [redacted] is not possible. It is a complicated and somewhat costly system but, as shown in the report, some things can be done now for nothing.

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STATINTL 9. Chief, TSS, asked for comments from the group. [redacted] citing weather problems hindering the arrival of speakers at [redacted] the previous week, stated that a video-tape of the same person could be used as a substitute. Chief, TSS, noted that there is a limitation on putting programs together; he has only one part-time contractor who works on it now. He also stated that security is not a problem with

the system. The DTR stated that each Unit Chief should think about this capability now because of the time required to produce results. They should think about producing small segments, if only to get their people thinking along these lines. Chief, TSS, closed the discussion by stating that an increased capability will cost money, particularly in terms of the additional personnel required.

[REDACTED] STATINTL

[REDACTED]  
Secretary

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## 10. SECURITY OF UNOCCUPIED OFFICES

Employees are not to leave rooms unoccupied at any time unless classified and controlled material is secured in the proper safekeeping equipment

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Revised: 26 November 1974

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SECURITY

or is temporarily placed in the custody of another employee who is authorized to have access to it. A room may be left temporarily under the direct personal observation of an employee in an immediately adjacent room provided that all doors except the door leading into the immediately adjacent room are locked or bolted. If the room is on the first floor, all windows will be locked or bolted. Locking devices for windows and doors will not be installed without the approval of the Office of Security.

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26 JAN 1976

OTR Staff Meeting  
Thursday, 29 January 1976

AGENDA

1. Minutes of the 8 January 1976 Staff Meeting

2. Review of Physical Security Practices in the  
Chamber of Commerce Building  
(10 minutes)

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3. Dissemination of Papers on OTR Accomplishments  
to DDA Management  
(5 minutes)

4. Applications of Closed Circuit Television  
in OTR  
(45 minutes)

(See attached extract from the 1 December 1975  
Report on Technology Applications)

## TECHNOLOGY APPLICATIONS IN THE OFFICE OF TRAINING

### 2. Television Applications

2.1. There are a group of applications which may be used in training which deal with the matter of informing or motivating the student, or developing his skills. With certain adjustments they may apply to either the classroom or self-study activities.

2.1.1. Expository. The presentation of basic information can be accomplished via CCTV rather than in the more traditional methods such as the live lecture, the motion picture, reading, and in some instances, field trips. Tapes of prominent guest speakers or "one-shot" presentations can be taped for later use in classes or for distribution to wider audiences.

2.1.2. Illustrative. This involves the presentation of dramatized versions of "how-to" or "how-not-to" do something so as to serve as a basis for discussion. CCTV format can replace some written case histories and can provide the additional, and often vital, ingredients that the written word frequently fails to furnish. CCTV can take the place of the orally presented case history whenever the presenter cannot appear in person.

2.1.3. Performance Critique. Immediate feedback of student performance of an assigned task permits more accurate assessment of both flaws and gems in the performance. Permitting the student to retain the tape of his performance for specified periods of time allows the student to study his performance in detail over and over again. This same technique can be applied to improve the performance of instructors. A typical presentation can be taped to allow the instructor to subsequently perform a self-critique of his presentation techniques.

2.1.4. Testing. CCTV format can be used to supplant or supplement traditional paper and pencil tests and written cases to be analyzed. It can be used to judge performance on man-machine, man-object, and man-man tasks in much the same way as it is used to provide performance critique. The major difference is that one use is for practice and the other is for "score." This application can be combined with computer technology to provide automatic scoring and instant feedback and correlation to the student when used as a substitute for the paper and pencil tests.

2.1.5. Review. The highlights, or summary of a lesson, or of an entire course, can be prepared in CCTV format and used in the following ways--by the student in preparing for a test; by an officer who wishes to refresh his memory or bring himself up to date on the subjects, skill, procedure, etc., that he studied in the past that he has not used or thought about recently; by instructors, their supervisors, and OTR management in general as reference material, a supplement to lesson plans, etc.

#### COST/SCHEDULE SUMMARY

<u>Subject &amp; Paragraph</u>		<u>Cost Estimate</u>	<u>Schedule/Comment</u>
TV - Expository	2.1.1	0 - \$15,000 <sup>1</sup>	0 - 6 months
" - Illustrative	2.1.2	0 - \$15,000 <sup>1</sup>	1 - 12 months per hour of finished product
1. Same costs. If investment is made in 2.1.1, no additional costs will be incurred for 2.1.2, and vice versa.			
TV - Performance Critique	2.1.3	0 - \$50,000	Immediate
" - Testing		\$1,000 - \$10,000	6 - 12 months
" - Review		0 - \$ 2,500	1 - 6 months per hour of finished product
Managerial Use of TV	2.2	\$1,000 - \$25,000 <sup>2</sup>	3 - 9 months depending upon scope
Admin./Empl. Rel-TV	2.3	\$1,000 - \$25,000 <sup>2</sup>	
2. Same costs. Interchangeable as in 2.1.1 and 2.1.2 above.			

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2.2. Managerial. This group of applications addresses the matter of downward communication from the DTR level on subjects of managerial significance from OTR personnel. Without going into details on each topic, one can visualize messages from the DTR/DDTR, Unit Chiefs, significant Committee Chairmen, etc., concerning events, developments, plans, policies, procedures, etc., relating to finance, personnel, logistics, security, MBO, curriculum, organizational change, inter-office and inter-Directorate activities, etc. It would be possible to tape the daily Staff Meetings (leaving sensitive matters for an Executive Session) and send the tape to [redacted] the following day, thus providing selected officers at that installation with a closer link with OTR Headquarters and with a better "feel" for the various concerns expressed at such meetings (and with a quick "fix" on the DD/A's morning meetings).

2.3. Administrative/Employee Relations. This group of applications addresses the problem of "getting the word" out on upcoming events of importance (or the results of such events) to all employees or to selected interest groups. Again, without going into detail, it would be possible to convey information concerning the annual Consolidated Charities Drive, Fire Prevention and Safety Weeks, Bloodmobile visits, EEA events, parking restrictions and opportunities, flu shots, awards and commendations, and so on---almost ad infinitum.

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SUBJECT: Minutes of the 8 January 1976 OTR Staff Meeting

1. The OTR Staff Meeting convened at 1405 hours and adjourned at 1515 hours.

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2. The DTR introduced and welcomed [REDACTED] STATINTL Assistant for Resources, DDA. He noted that he had invited [REDACTED] to attend these Staff Meetings at any time.

3. The group briefly reviewed the Minutes of the 11 December 1975 Staff Meeting. [REDACTED] pointed out that he had just been reviewing the file of an OTS employee which contained a statement concerning a new OTS policy on Fitness Report. This was contained on a yellow card attached to a Fitness Report and the policy was similar to the proposed OTR policy discussed at the 11 December meeting. The DTR noted that he had a shortened version of the draft memorandum on his desk awaiting signature. The Minutes were then approved.

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4. The Secretary opened the discussion of OTR files and the Privacy Act. A member of ISTB recently questioned the Privacy Act implications of a file of non-Agency personnel who have attended ISTB courses. This file is currently in the computer. ISTB wishes to use this file as a mailing list for a newsletter. The Secretary noted that this file could be considered a part of the Agency Training Record but the Federal Register entry would have to be amended to so indicate. The Secretary asked whether there were other OTR files on individuals which were not covered in the Register.

[REDACTED] stated that students who have been through the MOTC and CTTC are listed in similar files. He also noted the existence of personnel soft files at [REDACTED] Chief, PRS, stated that these files are covered by the DDA personnel soft files entry. He suggested that the files of non-Agency trainees be considered a subset of the ATR and the entry in

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the Federal Register be amended to reflect this. The DTR stated that this proposal should be checked out with the Information and Privacy Staff. The Secretary stated that he would do this and amend the Register entry accordingly.  
(Action: Secretary.)

5. The Secretary stated that there were errors in other entries in the Register. He distributed summaries of the appropriate records system entries to the Chiefs of CTP, LLC, and TSS. He requested that they check each entry carefully for accuracy, make any corrections or additions required, and return the entries to him by 16 January.  
(Action: Chiefs, CTP, LLC, TSS.)

STATINTL 6. [REDACTED] opened the discussion of the MBO system in OTR. He noted that OTR's MBO Seminar begins with a discussion of an ideal MBO system and how it looks. He stated his belief that neither the DDA nor the OTR systems are full-blown MBO systems. He noted that about a year ago the DDA objectives covered about 10 percent of the DDA budget. [REDACTED] interjected that it is considerably less now. [REDACTED] stated that in an ideal MBO system such things, such as the tasks contained in LOI's, should be set out in priority order and be made objectives. If this causes problems with objectives or action plans, they can be modified accordingly.

STATINTL 7. [REDACTED] expressed his disagreement that the OTR system is not an MBO system. He stated that there are usually four criteria used for determining components of an MBO system: whether an item is innovative, problem-solving, important or routine. The Government usually considers only the first three. He stated that the emphasis in the next year in the DDA will be on looking at an Office's mission and deciding what part of that mission should be covered by MBO. He felt that the system is working pretty well now. He believed that the greatest benefit derived from MBO in the DDA has been changes in emphases in some offices and closer communication with the DDA himself.

8. The DTR stated that he was comfortable with MBO. He constantly asks the Unit Chiefs whether there are truly important items in our MBO and whether the system helps the Unit Chiefs. Chief, LLC, questioned the need for Office-level objectives. The DTR replied that it helps him to keep

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track of what and how well the Units are doing. Chief, LLC, noted that his one DDA-level objective concerned space at Headquarters. The DTR suggested that that subject should not be a DDA-level objective. A better one would be concerned with how to overcome the lack of 4- and 5-level language people in the Agency.

STATINTL 9. The [redacted] noted that the old [redacted] objectives were not very good and he had changed some. He has added a DDA-level objective concerning the problem of maintenance [redacted] and it has been helpful. He does not consider objectives to conduct the MOTC or upgrade DO courses as valid current objectives, but rather completed objectives to be phased out. Chief, PRS, noted that there is a tendency to dream up objectives. They should cover things on which management either can help or should be kept aware of. [redacted] noted that the MOTC objective was useful at the time it was written because the course was being developed. The DTR stated his belief that objectives should be valuable to the Unit Chiefs and to the DTR.

STATINTL 10. Chief, TSS, noted that he had asked [redacted] to sit in on the discussion of the decentralized registration system. [redacted] noted that the system had stemmed from the TARG Report and had been put into effect in December 1974. Unfortunately, there had been a large increase in internal registrations at the same time which contributed to some confusion. She noted that there are advantages to handling registrations either centrally or on the current decentralized basis. She stated that there have been very few complaints about the present system and these have been concerned primarily with backlogs.

STATINTL 11. TSS has been working with [redacted] on a redesign of the computer system which will be known as TIP--Training in Process. Under this system the information on the Form 73's will go directly into the computer (excluding [redacted]). This should centralize registrations again and any training assistant can query the computer concerning registrations for her course. One problem which has contributed to the confusion over the past year has been the 50-60 percent turnover in unit training officers, many of whom knew nothing about training. In response to a question,

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[REDACTED] stated that, following the workshops held for unit training officers and assistants, there was a marked decrease in telephone queries to TSS asking who to contact about a given course.

12. Chief, PRS, asked whether the group was satisfied with the decentralized system. Chief, FTD, stated that there was no problem and the system was working reasonably well. He stated his belief that the lack of complaints noted by [REDACTED] was not necessarily a gauge of satisfaction, since it took time to train the training assistants.

13. Chief, TSS, distributed copies of a draft revised notice on end-of-course reports. He suggested that there be no discussion at the meeting but requested the Unit Chiefs to read the paper over and forward any comments to him within a week.

[REDACTED] STATINTL

Secretary